

72-4688

Executive Registry

DD / S P E C I A L

FILE Training 3  
20 December 1972

29 DEC 1972

**MEMORANDUM FOR:** Deputy Director for Support  
Director of Training

**SUBJECT :** Personnel Management and Development

**REFERENCE :** Memo to ExDir from DTR dtd 17 Nov 1972,  
Subject as above

1. Pursuant to the Deputies Meeting of 14 December, I believe we can take the first of the memoranda attached to referent, "Use of Training in Personnel Management and Development," as approved and proceed to use this as Agency policy. I have checked with the Director, and he concurs with this.

2. In accordance with the same meeting, I believe we have some more work to do on the second memorandum, "Organizational Support of Training." The discussion clearly brought out some question by the Deputies as to the Managerial Grid and the degree of effort we devote to it. At the same time, the Deputies indicated a great interest in training in Fundamentals of Supervision and Management for various levels of supervisors, running from the lowest level with a small group to senior officials. Obviously the level of training for each should be tailored. It was agreed that this matter would be referred to the Training Board of Visitors, supported by the staff work of the Office of Training, to review this subject and come up with proposals for improvement. The sense of the meeting was that the Deputies concur that all levels of supervision should have appropriate training (although it was agreed that the decision on individual training assignments should be left at the directorate level with periodic reports to the Executive Director as to compliance or waiver of the requirement).

3. Since the main thrust of the discussion was on (A) and (B), I do not believe we adequately covered points (C) and (D) with respect to

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training officer and training requirements, although these were generally discussed. If these can be processed through the Board of Visitors, however, I believe the groundwork has been done for a specific program more or less along the lines outlined in (C) and (D).

/s/ W. E. Colby

W. E. Colby  
Executive Director-Comptroller

DD/S Distribution:

Orig - DTR

1 - DD/S Subject, w/Ref (DD/S 72-4313) + Background ✓

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*WEC via RSW*

*WEC's memo is not  
entirely clear to me,  
particularly the last sentence  
in para 3. Perhaps it  
will be to you and  
to*

STAT

*Recommend you initial  
and forward to DTR -*

*P*

*P.S. - Believe we should send  
a copy of the memo to  
A/Personnel*

*AGREE*

UNCLASSIFIED		CONFIDENTIAL		SECRET	
SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM					
<b>OFFICIAL ROUTING SLIP</b>					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	Deputy Director for Support				
2					
3					
4					
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
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Executive Director - Comptroller				20 Dec 72	